



M E M O R A N D U M

TO: Honorable Alex Penelas, Mayor
Honorable Chairperson Barbara Carey-Shuler
and Members of the Board of County Commissioners

DATE: May 11, 2004

FROM: George M. Burgess
County Manager

SUBJECT: Director of the Department
of Solid Waste Management

As you may know, after more than 32 years of County service, Director of the Department of Solid Waste Management, Andrew L. Wilfork is retiring. His last day of service will be June 1, 2004, and official separation will follow after he utilizes accumulated leave time.

Andy began his career with Miami-Dade County as a Sanitation Service Representative on October 26, 1971, and enjoyed considerable success growing through the ranks attaining the position of Director, Department of Solid Waste Management in May 1995 – a position he has since held. Andy performed admirably throughout a career of County service and we wish him well in his future endeavors.

Replacing Director Wilfork is a challenge as we strive to meet our current solid waste needs while strategically planning well into the future. In fact, since assuming the position of County Manager, I have been assessing my administrative plan for proactively managing the many solid waste, water and sewer, environmental and infrastructure issues facing our community. Solid waste management is just one of these integrated, critical issues. In order to effectuate the necessary dynamic change within the County, I am pleased to announce that Joseph A. Ruiz has accepted the position of Assistant County Manager. Joe will initially focus on our entire solid waste management system. Joe will ultimately become very involved in our environmental and related infrastructure activities.

Joe Ruiz is an accomplished professional with considerable public and private experience. Many of you, I am sure, know Joe and/or recognize his name. Effective June 1, 2004, he is returning to County service. Joe has held various positions with the County dating back to 1974 when he was an administrative assistant in what is now the Department of Human Services. He also served as Chief of the Administration Division for the then Department of Traffic and Transportation, Chief of Motor Vehicle Inspection Division, Assistant Director for Solid Waste Disposal, and Deputy Director of Solid Waste Management. As well, Mr. Ruiz' private sector experience will serve him well in the position of Assistant County Manager. That experience, in part, includes: Vice President – General Manager of Enviropac Service, Inc., Vice President of Attwoods, PLC, and currently Vice President of Waste Management, Inc. of Florida.

In our discussions on this important role with my Office, I have outlined to Joe my concern for a well managed, financially stable and a well-executed solid waste program. To this end, Mr. Ruiz will spend his first three to six months at Solid Waste Management, evaluating our solid waste needs and overseeing the recruitment process to fill the director position now being vacated. Particularly, I have asked Joe to review solid waste operations, identify opportunities for efficiencies, assess the aggressive implementation of emerging technologies such as automated

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waste collection vehicles, analyze all existing contracts with third parties, ascertain our waste disposal capacity relative to our needs, and report on the financial strength of the department. I expect Joe to position our waste collection and disposal operations to ensure an efficient, viable operation well into the future.

Please join me in welcoming Joe back to the County family.

c: Honorable Bennett Brummer, Public Defender
 Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
 Honorable Katherine Fernandez-Rundle, State Attorney
 Honorable Harvey Ruvin, Clerk, Circuit and County Courts
 Robert A. Ginsburg, County Attorney
 Marvin O'Quinn, President, Public Health Trust
 Robert Meyers, Executive Director, Commission on Ethics and Public Trust
 Christopher Mazzella, Inspector General
 Assistant County Managers
 Department Directors